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Reserve

FACTORS IN BUILDING LEADERSHIP FOR YOUTH

Outline of an address by
Henry L. Porter
Standard Oil Company of Indiana

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State Leaders' Conference

STORM SIGNS AHEAD? ARE WE PREPARED?

In a recent address Mr. Palmer, vice president of Marshall Field & Co. and chairman of the Chicago Community Chest, pointed out that....

Money is becoming harder to get.

There are many requests for funds coming to each of us these days--local, State, national, from abroad.

People are getting cagey about giving. Want to know more about the cause, where the money goes, etc.

The good causes can expect to get what they go after...

if they are well organized

if they do a good job of presenting

their appeal, preferably personally

if they go after it aggressively.

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Invariably such requests ask for our time also.

Help this cause! Help that cause!

Isn't it probable that people will not volunteer their time so readily in the future?

Isn't it a good time to get our house in order insofar as recruiting LEADERS is concerned?

Shall spend a few minutes considering "steps to take" to get your house in order.

Hope I may stimulate your thinking to DO SOMETHING NOW while the pressure is not so great as it will be.

The First Step

THINK THROUGH THE WHOLE QUESTION OF LEADERSHIP

History is highlighted with stories of leaders--

Bible - Solomon, David, Jacob, etc.
Secular history - leaders in war, in science,
in politics.

What makes a leader?

Divine calling.
Family succession.
Usurping rights of others..

Our experience with community leaders--

When we need a new fire engine, a new youth
center, better streets, etc.,
A LEADER EMERGES.

Sometimes hard to put our finger on reason why
such a person takes the lead.

USUALLY PEOPLE OF ACTION!

In business we have seen many changes.

Like to believe that leaders get to the top the
hard way-- are men of ability.

In youth work of various kinds--

Usually few well-educated, salaried leaders and
many volunteers.

Volunteers sincere but many times not too effective.
Youth follows their example more than their wisdom.

NEED FOR LEADERSHIP GREAT TODAY.

We are approaching end of one civilization and may not
be spiritually ready for the next.

Men of one generation have never found it more difficult
to give helpful advice to boys of next.

Need people to work with, for and through others.

AUG 26 1948

The Second Step

LET'S CHECK OUR VIEWS ON THE MULTIPLYING PRINCIPLE--TRAINING

Let us turn to question whether there is any way to create-- to make leaders.

Comparison with selling:

The earlier concept--salesmen were born.'

Today, we have learned how to make salesmen through training.

Industry has been slow to grasp this principle.

Not all youth leaders (professional) have accepted the idea that they can or should make their own leaders.

Have inherited leaders from many other areas...
Churches, lodges, other youth groups.

We should not hesitate to use these people but should not depend on such sources, and should reshape such people to fit our program.

Industry trying to give new worker, through training, the needed amount of these things:

Proper attitudes.
Satisfactory knowledge.
Good working habits.
Skills that improve with service.

4-H feeling the need for LEADERSHIP when we made our first survey in 1939.

Replies to our inquiry said in one way or another:

"WE NEED HELP IN MAKING LEADERS"

Will spend rest of my time trying to restate challenge we have placed in your hands in a program (Farm Tractor Maintenance), where the major portion of the money goes for leadership training.

The Third Step

GET CLEARLY IN MIND THE ELEMENTS OF A GOOD TRAINING PROGRAM

Check yourself and your 4-H program
in terms of these challenging questions:

1. Is the IDEA clear in your own mind?

Is the IDEA in written form?
Who has agreed to it?

4-H stands well here-- IDEA is well documented.

2. Is the IDEA in teachable, absorbable form?

Can I get an average person to understand it?

Can I get an average person enthusiastic about it?

3. WHO is supposed to put across the IDEA?

Salaried workers?

Volunteers?

Is the responsibility of everyone in understandable
form?

4. Are prospective leaders recruited aggressively?

Parents should come first! Enroll them with
the boy or girl.

5. Are your volunteers TRAINED?

An easy test: "Can they tell you back what you
want them to say--or do?"

Give them good literature. Leave at least
50 percent of the time for DOING (laboratory work).

Give recognition to good work done.

MAKE TRAINING CONTINUOUS!

on the job...
in conferences...

The Fourth Step

DO NOT OVERLOOK THE IMPORTANCE OF FOLLOW-THROUGH

1. Be sure the county agent understands your intentions.

Value we have observed in having him attend the training clinics in tractor maintenance

"Now I see what you are trying to do."

2. Be sure that volunteer understands sources of local help.

Let's not give local leader more things to do than he can do with confidence.

We are hopeful that the details of tractor maintenance do not mask our desire to do a good job in LEADERSHIP TRAINING...

While attending the clinic:

Keep leader reminded of training principles he is witnessing and in which he is participating:

Getting IDEAS into understandable form.

Getting IDEAS into teachable, absorbable form.

Discussing how we learn--

Law of readiness.

Law of action.

Law of effect.

How to instruct.

How to organize his own time--and the time of others.

The Fifth Step

ADAPT THE BEST FROM THE EXPERIENCES OF INDUSTRY, AS THEY DEVELOP
TECHNIQUES FOR HANDLING PEOPLE

Turbulence in labor-management relations today indicates need in
industry to acquire skill in handling people.

Wage demands not always cause of strife.

Industry learning it must pay more attention to
needs and wishes of its employees.

Public opinion surveys and employee attitude surveys
giving industry more accurate measure of this problem.

Answer will come from BETTER SUPERVISION and that must
come through TRAINING.

Good techniques for handling people are becoming more apparent.

Rapid strides being made in evolving good vocational
and supervisory training programs and materials.

Industry desires favorable viewpoint of itself by youth, just
as youth leaders desire that industry have a favorable attitude
toward youth programs.

4-H offers industry an opportunity to demonstrate its
sincerity in desiring to help rural youth.

If industry viewpoints, techniques, and objectives do
not prove acceptable to youth, their value for adults
is questionable.

4-H has been a good proving ground to test our
community-mindedness.

4-H is an IDEA that is worthy of the BEST MERCHANDISING EFFORT.

"4-H must sell itself or it will be outsold!"

Industry specializes in merchandising IDEAS.

4-H needs the persuasive viewpoint-- MUST OUTSELL ITS
COMPETITION!

The Sixth-Step

HAVE FAITH THAT LEADERSHIP BUILT IN SUCH AN ATMOSPHERE WILL BE
THE BEST SAFEGUARD FOR FREE ENTERPRISE

Youth work is not all good-- business is not all bad.

The idealism of 4-H is challenging to industrial leadership...

The contact with rural youth in 4-H work provides a practical test of the capacity of industry to live its idealism.

4-H has set practical standards of idealism that should be acceptable to industry.

The basic method of 4-H "LEARNING BY DOING" is in harmony with the best training practices of industry.

The drive of industry is stimulating to 4-H...

Industry brings the suggestion of efficiency, sharp planning, and speed, with thoroughness in evaluation.

Industry in a competitive society has to live the test of surviving. It must do the job better and better. IT MUST NEVER BE SATISFIED!

By sharing our training techniques, we are giving youth something of ourselves--our best in ways to handle people.

Could there be a better way to demonstrate the value of free enterprise?

EARTH IS ENOUGH

We men of earth have here the stuff
Of Paradise-- we have enough;
We need no other stones to build
The temple of the unfulfilled--
No other ivory for the doors
No other marble for the floors,
No other cedar for the beam
And dome of man's immortal dream.

Here on the path of everyday,
Here on the common human way
Is all the stuff the Gods would take
To build a Heaven, to mold and make
New Edens. Ours the stuff sublime
To build eternity in time.